

NATIONAL INSTITUTE ON ALCOHOL ABUSE AND ALCOHOLISM

RFP OTI-90-0002

OUTREACH TO STATES AND ESTABLISHMENT OF GROUP HOMES FOR SPECIAL POPULATIONS BASED ON THE OXFORD HOUSE MODEL

TECHNICAL PROPOSAL

Volume I

OXFORD HOUSE, INC.

in association with

INSTITUTES FOR BEHAVIOR RSOURCES, INC.

DEPARTMENT OF CRIMINAL JUSTICE
UNIVERSITY OF SOUTH FLORIDA

July 13, 1990

5. MANAGEMENT PLAN

The preceding sections suggest certain management actions that should be taken throughout the contract:

- Maintain central control of the project for purposes of staffing, scheduling, logistics, back-up, finance, and reporting
- Maintain constant contact with OPs in the field for purposes of status reporting, problem solution, and morale
- Maintain regular contact with the ADAMHA GPO and State drug abuse officials, as well as methadone and prison administrators and counsellors, to advise them of status and answer their questions
- Regularly update OHI's computerized standard financial and other reports with data received from States, Oxford and demonstration houses, and OPs
- Analyze and evaluate results for purposes of management control, quality control, and improvement

None of these results in a qualitative change in the way OHI manages its 117 houses at present. The only changes are represented by (1) the increase in the number of States and houses associated with this contract and (2) the special needs of the demonstration program.

The first of these problems has already been treated in Section 2.3.1 above. Further discussion is provided in 5.1 below. The second is discussed in 5.4 below.

We would note in concluding these introductory remarks to Section 5 that OHI has excellent rapport with the drug abuse officials in 22 states where an Oxford House revolving fund has been established. No other organization has this rapport or this degree of experience.

5.1 STAFFING AND STAFF CONTROL

The RFP quite properly assigns almost a third of the grading points to staff competence and management. This is hands-on work, and upon the quality of the administrative and outreach staff depends the success of the enterprise.

5.1.1 Administrative Staff

Section 2.4.2.2 of this proposal indicated that 108 Oxford Houses have been opened since the beginning of 1987. Of these, 81 have been opened since the beginning of 1989. Both the earlier, measured growth and the much more rapid recent growth have been under the technical and management control of the co-founder of Oxford House, J. Paul Molloy. Mr. Molloy is the only person in the United States who not only has experience in establishing and operating Oxford Houses but also can lay claim to having extended the concept in practice through 22 States. Mr. Molloy will continue to

serve as CEO of OHI and is the designated Program Manager for this contract. In that capacity he will be responsible for policy, planning, and contact with ADAMHA and State drug abuse officials.

This contract will benefit by recent and planned addition to OHI management, as well as by existing financial control procedures that can accommodate any foreseeable growth in the number of Oxford Houses and participating States.

John Tuohey, a former executive of U.S. New & World Report, has recently joined OHI with responsibility for establishing a management and reporting structure that will be able to absorb the expansion of Oxford House through this and State contracts. This structure will be in place by September 1990. Mr. Tuohey will serve on this contract as Deputy Program Manager, with responsibility for overseeing day-to-day operations.

John Jordan, a management consultant specializing in strategic analysis of information systems, has contributed significantly to this proposal, the OHI Three-Year Business Plan, and the conceptual development of Oxford House. He will serve as an adviser to Mr. Tuohey on this contract, with responsibility for broad management issues as well as improvement of existing databases.

Section 2.3.2 of this proposal described the characteristics OHI looks for in selecting Outreach Persons. At present OHI has 14 OPs in the field, with 1 month to 2 years experience in establishing and operating men's or women's Oxford Houses. In addition, we have identified more than 20 current and former residents whom we have qualified as to interest and competence to serve as OPs in the future.

5.2 MANAGEMENT METHOD

As part of our reporting responsibility to the States and ADAMHA, we will continue the standard OHI practice of Management by Objective (MBO). However, OHI will always be a hands-on organization, and on a daily basis our principal administrative tool is MBW (Management by Worry). Having been in operation for 15 years, and having superintended a tremendous expansion in the past two years, OHI knows what to expect and is constantly vigilant for telltale signs of problems. We prefer to avoid problems on the basis of our experience and know-how rather than solve problems after they may have reached insoluble proportions.

OHI will provide that, to the extent possible, direct expenditures for the three Objectives are recorded separately. In addition, costs of consultants and technical advisors who are not employees of OHI will be recorded in separate accounts.

5.3 FACILITIES AND COMPUTER PROGRAMS

OHI, under the leadership of its Chief Financial Officer, Charles van der Burgh, has custom-programmed a set of software routines that permits us to provide any view of operations, from the individual house through the whole collection of houses, from weekly status through annual summaries. This software tracks not only narrative data --- number of residents/vacancies, status of rent payment, nature of outstanding problems, etc.—but also financial data—payables and receivables, type of income source, status of loan and escrow accounts, etc.. These programmed controls also generate daily, weekly, and monthly reports on any desired set of variables (i.e., data elements).

The OHI Financial Office, located in Great Falls, Virginia, has 2,500 square feet, houses a staff of 8 and possesses the following data processing and communications equipment: